

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

FACULTY OF ECONOMICS AND MANAGEMENT



APPROVED

Head of the Admissions Committee  
of the University

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"14" *may*

V.I. Ladyka

2022

PROFESSIONAL ENTRANCE EXAMINATIONS PROGRAM

MASTER'S EDUCATIONAL DEGREE

FIELD OF KNOWLEDGE 07 "MANAGEMENT AND

ADMINISTRATION"

SPECIALITY 073 MANAGEMENT

EDUCATIONAL PROGRAM - "ADMINISTRATIVE MANAGEMENT"

Head of the professional certification  
committee

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Sumy - 2022

Professional entrance examinations program for admission to the Master's educational degree field of knowledge 07 "Management and administration" specialty 073 "Management" Educational program "Administrative management" - 2022. - 14 p.

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## INTRODUCTION

Sumy National Agrarian University conducts educational activities and announces admission to study for higher education of bachelor, junior bachelor, master, (appendix 1 to the Admission Rules) Doctor of Philosophy and Doctor of Science (appendix 2 to the Admission Rules) by specialty, specialty, specialty programs), forms of training under the License, (information on carrying out educational activities in the field of higher education is available on the official website of the Ministry of Education and Science of Ukraine at the link: <https://mon.gov.ua/storage/app/media/28.%2012.%202020/6-07-12.pdf>).

The program of entrance examination is prepared in accordance with the Admission Rules, developed by the Admissions Committee of the Sumy National Agrarian University, approved by the Scientific Council of SNAU 2019, Protocol No. 6 from December, 21 in accordance with the conditions of admission to higher education institutions of Ukraine in 2020 and in accordance with industry higher education standards governing the content of educational and professional program and diagnostic tools of preparation quality.

Sumy NAU accepts citizens of Ukraine, foreigners, as well as stateless persons who reside legally on the territory of Ukraine, have an appropriate educational degree and have expressed a desire to obtain higher education.

The principles of formation and realization of entrance examinations for studying under the educational program "Administrative Management" specialty 073 "Management" for obtaining Master's degree are: unification, complexity, complementarity, efficiency, individuality, differentiation, objectivity, and openness, unity of requirements, validity, and variability.

Entrance examinations are aimed at revealing the level of professional competence (knowledge, understanding, skills) of graduates of the Bachelor degree program in the specialty "Management" and others, as well as ensuring the variability of approaches in assessing the degree of compliance with the requirements of the entrants to the selection of the most suitable to study in the educational program "Administrative Management" specialty 073 "Management" for obtaining the Master's degree.

To obtain a master's degree accept individuals who earned a bachelor's degree (specialist)'s degree.

For the competitive selection of persons entering for the master's degree, the competition score is calculated as the sum of the result of professional examinations, a certificate of independent assessment in a foreign language and the average score of the supplement to the document on basic or complete higher education (calculated to one hundred points).

For the competitive selection of persons entering for the master's degree, the competition score is added to the Unified Base.

For entry to the master's degree on the basis of basic or complete higher education obtained in another specialty, an additional entrance examination is set up in the form of an interview, the result of which is evaluated by a two-point grading system ("admitted", "not admitted"). Entrants who have received an

"admitted" grade are allowed to take a written exam in a foreign language and a professional exam.

The purpose of the entrance exam is to assess the level of professional competence and the mastering level of the educational and professional master's training program.

The entrance examination program contains the content modules of the normative disciplines of the cycle of professional and practical training of master's education.

The list of recommended literature provides a list of modern scientific and specialized literature recommended for use in preparation for the entrance examinations.

## 2. REQUIREMENTS FOR ENTRANTS' PREPARATION AND ORGANIZATION OF PROFESSIONAL ENTRANCE EXAMINATIONS

The specialty 073 "Management" in the program "Administrative Management" for the second (master's) level of higher education is accepted graduates of various professional training, obtained bachelor, specialist, and master degree without age restriction.

The entrance examination is conducted in two stages:

**Stage I** - interview, by the results of which the applicant is "admitted" or "not admitted" to the entrance examination. Recommended interview topics are added to the program. In the case where a person comes from other areas of training interview questions regulated Program additional entrance exam.

**Stage II** - introductory professional examination, in the form of testing and performing a theoretical question.

**Requirements for test tasks.** The system of basic test tasks is formed by expert evaluation of each task and their totality and covers all the content modules in the complex of disciplines, which are included in the entrance test.

The test task is a closed form with suggested answers in which you choose the right one from the multiple choices (four answers, only one of which is correct).

Test tasks are formulated in an affirmative or a questionnaire form concisely, clearly, without double interpretation.

The answer elements of a part of the test task are individually indexed. Possible answers are not separated by any sign and are located below the question mark.

The set of test tasks of each variant includes a quantity sufficient to ensure adequate measurement accuracy and is up to 25 test tasks. Representation of each discipline in each variant is ensured in proportion. The number of entrance exam tasks is 25.

**Requirements for the theoretical question.** The theoretical question of the entrance examination is an integral part of the content module of one of the disciplines: "Management", "Personnel Management", "Strategic Management". The theoretical question should be stated clearly, concisely, specifically, and should not contain double content. A theoretical question should highlight one of the problems or an important theoretical and applied problem that requires the entrant to demonstrate the level of theoretical background for the problem, the depth of awareness of the importance of the theoretical and applied problem, and the ability to substantiate areas of improvement or problem solving.

Coverage of the theoretical task should be carried out by the applicant (entrant) in a business language, concisely, with a structural separation of the individual components of the answer (essence, forms, principles, types, directions, paths, positive points and reservations, etc.).

Situational task - is performed by the applicant (entrant) in a business language, concisely, with the structural separation of the individual components of the answer and the conclusions.



### **3. CONTENTS OF THE PROGRAM**

The entrance examination for professional testing, which provides for the fulfillment of certain qualification tasks, is an adequate form of qualification tests, which objectively and reliably determines the level of educational and professional training of graduates of higher educational establishments of the Bachelor's, Specialist across all educational directions.

The entrance professional examination for admission to study under the educational program "Administrative Management" specialty 073 "Management" for obtaining the Master's degree consists of one stage and includes a testing and performance of a theoretical question.

Testing of knowledge forming skills specified by the Ministry of Education and Science of Ukraine. Educational and qualification characteristics of a bachelor, a specialist in all educational directions in the following disciplines: "Management", "Personnel management", "Strategic management".

The theoretical question of the entrance examination is an integral part of the content module of one of the disciplines: "Management", "Personnel Management", "Strategic Management". The answer to the theoretical question should be stated clearly, concisely, specifically, and does not contain double content. A theoretical question should highlight one of the problems or an important theoretical and applied problem that requires the entrant to demonstrate the level of theoretical background for the problem, the depth of awareness of the importance of the theoretical and applied problem, and the ability to substantiate areas of improvement or problem solving.

#### **Management course**

The essence, role and methodological foundations of management. History of management development. Laws, patterns and principles of management. Management functions and methods. Management process. Planning as a general management function. Organizing as a general function of management. Motivation as a general function of management. Control as a general function of management. Regulation as a general function of management. Information and communication in management. Leading and leadership. Management styles. Managerial decisions, types and algorithm of decision making. Management effectiveness.

#### **Personnel Management course**

Personnel management in the organizational management system. Personnel management as a social system. Personnel policy and strategy of personnel management of the organization. Personnel planning in organizations. Organization of recruitment and selection of personnel. Organization of activities and functions of personnel services. Formation of the collective of the organization. Cohesion and social development of the team. Evaluation of staff in the organization. Managing the development and movement of the organization's

staff. Managing the staff release process. Social partnership in the organization. Effectiveness of personnel management.

### **Strategic Management course**

Concept of strategic management. Strategic management as a system. Strategy by the form and content. Classification of strategies (corporate, functional, business, competition). Special strategies depending on the life cycle of the enterprise and their character. Model of strategic planning. Characteristic of the formation. SWOT analysis as a stage of strategic planning. Monitoring in the strategic management system. The concept of strategic information. Using basic strategic approaches to substantiate strategic alternatives of the enterprise development. Choosing a development strategy. Formation of strategic program. Control and evaluation of strategies as a stage of strategic planning. Risks associated with strategy implementation. Strategic analysis as a basis for forecasting the strategic position of an enterprise. Assessment of attractiveness of SEZ (strategic economic zone).



#### **4. NORMS AND CRITERIA FOR ANSWERS' ASSESSING ON THE ENTRANCE EXAMINATIONS**

Criteria for assessing the knowledge of persons entering the degree of higher education "master" in the field of knowledge 07 "Management and administration" specialty 073 "Management" educational program "Administrative management".

1st stage - test of knowledge.

25 tests of 4 points for each correct answer. Maximum 100 points.

2nd stage - evaluation of the theoretical question (1 question) - maximum 40 points for the correct answer:

40 points - the answer is complete, detailed, demonstrates knowledge of basic concepts and categories, logical and meaningful analysis of the material;

32 points - insufficient completeness of the answer, the basic concepts and categories are stated vaguely, abstractly;

24 points - insufficient completeness of the answer, the basic concepts and categories are vague, does not contain analysis, conclusions;

0 points - did not start the task.

Stage 3 - evaluation of the written solution of a complex situational problem (1 situational problem) - maximum 60 points for the correct answer

60 points - the answer contains a consistent and reasoned solution of the problem, demonstrated the ability to draw their own conclusions and suggestions;

45 points - the answer is not substantiated, the solution algorithm is followed, but there are errors in the calculations, insufficiently reasoned conclusions and suggestions;

36 points - the problem is solved with gross errors, no conclusions and suggestions;

0 points - did not start the task.

The maximum number of points that can be obtained - 200 points.

Entrants who received at least 100 points on the entrance exam are allowed to participate in the competition.

## LIST OF RECOMMENDED SOURCES

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2. Public Management: The Word, the Movement, the Science, Christopher Hood URL: <http://onlinelibrary.wiley.com/doi/10.1111/j.14679299.1995.tb00822.x/abstract>.
3. The second wave of digital-era governance: a quasi-paradigm for government on the Web, Helen Margetts and Patrick Dunleavy. URL:[http://eprints.lse.ac.uk/27684/1/The\\_second\\_wave\\_of\\_digital\\_era\\_governance\\_\(LSERO\).pdf](http://eprints.lse.ac.uk/27684/1/The_second_wave_of_digital_era_governance_(LSERO).pdf).
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14. Barrow, S. and Davenport, J. (2002) The employer brand. People in Business, London, [unpublished paper]. See also Barrow, S. and Mosley, R. (2005) The employer brand ®: Bringing the best of brand management to people at work (2nd edition). Chichester: John Wiley.